



**! Kheis**  
Munisipaliteit  
Municipality

**SERVICE DELIVERY  
AND BUDGET  
IMPLEMENTATION PLAN (SDBIP)**

**2015/2016**

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN**

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# **!KHEIS MUNICIPALITY**

## **Service Delivery Budget Implementation Plan 2015/2016**

### **1. INTRODUCTION**

The Municipal Finance Management Act (56 of 2003) requires municipalities to develop Service Delivery and Budget Implementation Plans (SDBIP). Whilst the budget gives effect to the strategic direction of the Town, the SDBIP serves as a contract between Administration, Council and the Community containing goals and objectives set by the Council as quantifiable outcomes. Thus it is seen as the link between the Mayor, Council and the Administration. The SDBIP also facilitates the process of holding management accountable for their performance. The SDBIP provides the basis for measuring performance in the delivery of services.

### **2. COMPONENTS OF THE SDBIP**

The SDBIP is a layered plan consisting of a Top Layer - and a second layer of supporting documentation - generally containing the information and documentation in the IDP and Adopted Budget. The IDP and Budget should be read in-conjunction with the SDBIP.

The essential components of the Top- Layer consists of the following:-

- # Monthly Projections of Revenue to be collected for each source;
- # Monthly Projections of Expenditure (Operating & Capital) and revenue for each vote;
- # Quarterly Projections of service delivery targets and performance indicators for each vote.

#### **2.1 MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE**

The failure of the Municipality to collect its revenue as budgeted will undermine the ability of the Municipality to provide services to the community. In order to prevent this from happening the Municipality has to institute measures to achieve monthly revenue targets for each source. These measures will ensure that the Municipality's expenditure does not exceed actual income.

This has to be monitored and reported on by the Municipal Manager on a monthly basis. This information is critical management information that will enable the Municipality to identify problems and immediately address them through steps such as revised spending to ensure that the Municipality does not borrow outside of its plans in instances where there is a cash flow shortage.

#### **2.2 MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING AND CAPITAL) AND REVENUE FOR EACH VOTE**

The objective of this component of the SDBIP is to ensure that the cash flow statement adopted with the Budget reconciles with the cash paid. The focus under this component is on monthly projections of revenue by vote which is in addition to the projections by source. This gives a complete picture of the budget projections against actual revenue.

Also included is a monthly projection of expenditure on capital projects per vote. The procurement process is critical to the execution of projects and thus the performance indicator and targets for the supply chain to ensure the effective monitoring of this critical support function.

## 2.3 QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

The Municipality's Scorecard contains quarterly projections of service delivery targets and performance indicators and covers all functions in the administration. The same approach is followed in the development of the Departmental Scorecards

The focus in this component of the SDBIP is non-financial measurable performance objectives in the form of service delivery targets and other performance indicators.

# COMPONENT 1 – MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED FOR EACH SOURCE

One of the most important and basic priorities for any municipality is to collect all of its revenue as budgeted for – the failure to collect all such revenue will undermine the ability of the municipality to deliver on services. The municipality MUST ensure that it has instituted measures to achieve monthly revenue targets each revenue source. The revenue projections relate to actual cash expected to be collected and should reconcile to the cashflow statement approved with the budget documentation. The reason for specifying actual revenue collected rather than forecast (planned) revenue is to ensure that expenditure does not exceed actual income.

The SORP information on revenue will be monitored and reported monthly by the municipal manager in terms of section 71(1) (a) and (e).

## MONTHLY PROJECTIONS OF REVENUE BY SOURCE

Component 1: Monthly Projections of Revenue by Source	Approved Budget 2015/16	Payment %	July '15 R	August '15 R	Sept '15 R	Oct '15 R	Nov '15 R	Dec '15 R	Jan '16 R	Febr '16 R	March '16 R	Apr '16 R	May '16 R	Jun '16 R
Property Rates	3 354 420	90%	251 582	251 582	251 582	251 582	251 582	251 582	251 582	251 582	251 582	251 582	251 582	251 582
Interest on Property Rates	175 799	90%	13 185	13 185	13 185	13 185	13 185	13 185	13 185	13 185	13 185	13 185	13 185	13 185
Water Revenue from Tariff Billings	4 304 994	50%	179 375	179 375	179 375	179 375	179 375	179 375	179 375	179 375	179 375	179 375	179 375	179 375
Sanitation Revenue from Tariff Billings	1 717 183	50%	71 549	71 549	71 549	71 549	71 549	71 549	71 549	71 549	71 549	71 549	71 549	71 549
Refuse Revenue from Tariff Billings	2 435 182	50%	101 466	101 466	101 466	101 466	101 466	101 466	101 466	101 466	101 466	101 466	101 466	101 466
Rent of Facilities and Equipment	545 302	100%	45 442	45 442	45 442	45 442	45 442	45 442	45 442	45 442	45 442	45 442	45 442	45 442
Interest Earned - External Investments	43 940	100%	3 662	3 662	3 662	3 662	3 662	3 662	3 662	3 662	3 662	3 662	3 662	3 662
Interest Earned - Outstanding Debtors	-	50%	-	-	-	-	-	-	-	-	-	-	-	-
Fines	4 204	100%	350	350	350	350	350	350	350	350	350	350	350	350
Licence & Permits	-	100%	-	-	-	-	-	-	-	-	-	-	-	-
Grants & Subsidies (DORA)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ALG	10 485 000	100%	6 291 000	-	-	4 194 000	-	-	-	-	-	-	-	-
MSIG	955 000	100%	955 000	-	-	-	-	-	-	-	-	-	-	-
FMG	1 850 000	100%	1 850 000	-	-	-	-	-	-	-	-	-	-	-
DWA	4 420 000	100%	-	-	-	-	-	-	-	-	-	-	-	-
EEDSMA	2 000 000	100%	500 000	-	-	500 000	-	-	-	-	500 000	-	-	-
EPWP	1 000 000	100%	-	-	1 000 000	-	-	-	-	-	-	-	-	-
Sports & Recreation	680 000	100%	680 000	-	-	-	-	-	-	-	-	-	-	-
Equitable Share	19 697 000	100%	6 565 667	82 543	82 543	82 543	6 565 667	82 543	82 543	82 543	82 543	82 543	82 543	82 543
Agency Fees	990 513	100%	82 543	73 601	73 601	73 601	73 601	73 601	73 601	73 601	73 601	73 601	73 601	73 601
Sundry Income	883 208	100%	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue By Source (Balanced to Cash F</b>	<b>55 541 745</b>		<b>17 664 420</b>	<b>622 754</b>	<b>1 822 754</b>	<b>5 516 754</b>	<b>7 388 420</b>	<b>822 754</b>	<b>5 742 754</b>	<b>822 754</b>	<b>7 888 420</b>	<b>822 754</b>	<b>822 754</b>	<b>822 754</b>



**COMPONENT 2 - MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING AND CAPITAL) REVENUE FOR EACH VOTE**

These projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget  
 Each key GFS function is a "vote" and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives. Measurable performance objectives include service delivery targets and other financial and non-financial indicators.

**MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE**

Component 2:		Annual Budget 2015/16			July 15			August 15			Sept 15		
Monthly Projections of Rev, Exp & Cap by Vote		Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue
<u>Expenditure and Revenue by Vote</u>													
Council & Executive		8 424 916		-	702 076	-	-	702 076	-	-	702 076	-	-
Office of the Municipal Manager		1 736 904		-	144 742	-	-	144 742	-	-	144 742	-	-
Directorate - Community Services		2 448 401		-	204 033		-	204 033		-	204 033		-
Directorate - Corporate Services		6 330 006		-	527 501	-	-	527 501	-	-	527 501	-	-
Directorate - Finance & Administration		21 018 667		-	1 751 556	-	-	1 751 556	-	-	1 751 556	-	-
Directorate - Technical Services		1 646 564		-	137 214	-	-	137 214	-	-	137 214	-	-
Department Waste Water Management		4 532 145		-	377 679		-	377 679		-	377 679		-
Department - Public Works		5 838 078		-	486 507		-	486 507		-	486 507		-
Department - Water		8 460 438		-	705 036		-	705 036		-	705 036		-
Traffic Services		804 611		-	67 051		-	67 051		-	67 051		-
<b>Total By Vote</b>		<b>61 240 730</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>

# COMPONENT 2 - MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING AND CAPITAL) REVENUE FOR EACH VOTE

These projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget  
Each key GFS function is a "vote" and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives. Measurable performance objectives include service delivery targets and other financial and non-financial indicators.

## MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE

Expenditure and Revenue by Vote	Oct'15			Nov'15			Dec'15			Jan'16		
	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue
Council & Executive	702 076	-	-	702 076	-	-	702 076	-	-	702 076	-	-
Office of the Municipal Manager	144 742	-	-	144 742	-	-	144 742	-	-	144 742	-	-
Directorate - Community Services	204 033	-	-	204 033	-	-	204 033	-	-	204 033	-	-
Directorate - Corporate Services	527 501	-	-	527 501	-	-	527 501	-	-	527 501	-	-
Directorate - Finance & Administration	1 751 556	-	-	1 751 556	-	-	1 751 556	-	-	1 751 556	-	-
Directorate - Technical Services	137 214	-	-	137 214	-	-	137 214	-	-	137 214	-	-
Department Waste Water Management	377 679	-	-	377 679	-	-	377 679	-	-	377 679	-	-
Department - Public Works	486 507	-	-	486 507	-	-	486 507	-	-	486 507	-	-
Department - Water	705 036	-	-	705 036	-	-	705 036	-	-	705 036	-	-
Traffic Services	67 051	-	-	67 051	-	-	67 051	-	-	67 051	-	-
<b>Total By Vote</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>



COMPONENT 2 - MONTHLY PROJECTIONS OF EXPENDITURE (OPERATING AND CAPITAL) REVENUE FOR EACH VOTE

These projections relate to cash paid and should reconcile to the cash flow statement adopted with the budget  
 Each key GFS function is a "vote" and must have associated with it as appropriate: operating expenditure; revenue; capital expenditure; and measurable performance objectives. Measurable performance objectives include service delivery targets and other financial and non-financial indicators.

MONTHLY PROJECTIONS OF REVENUE AND EXPENDITURE BY VOTE

	Febr'16			March'16			Apr'16			May'16			Jun'16		
	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue	Operating Expenses	Capital Expenses	Revenue
Expenditure and Revenue by Vote															
Council & Executive	702 076	-	-	702 076	-	-	702 076	-	-	702 076	-	-	702 076	-	-
Office of the Municipal Manager	144 742	-	-	144 742	-	-	144 742	-	-	144 742	-	-	144 742	-	-
Directorate - Community Services	204 033	-	-	204 033	-	-	204 033	-	-	204 033	-	-	204 033	-	-
Directorate - Corporate Services	527 501	-	-	527 501	-	-	527 501	-	-	527 501	-	-	527 501	-	-
Directorate - Finance & Administration	1 751 556	-	-	1 751 556	-	-	1 751 556	-	-	1 751 556	-	-	1 751 556	-	-
Directorate - Technical Services	137 214	-	-	137 214	-	-	137 214	-	-	137 214	-	-	137 214	-	-
Department Waste Water Management	377 679	-	-	377 679	-	-	377 679	-	-	377 679	-	-	377 679	-	-
Department - Public Works	486 507	-	-	486 507	-	-	486 507	-	-	486 507	-	-	486 507	-	-
Department - Water	705 036	-	-	705 036	-	-	705 036	-	-	705 036	-	-	705 036	-	-
Traffic Services	67 051	-	-	67 051	-	-	67 051	-	-	67 051	-	-	67 051	-	-
<b>Total By Vote</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>	<b>4 022 854</b>	<b>-</b>	<b>-</b>

COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reductions in backlogs of basic services. The requirement for service delivery targets is consistent with national government policy requiring the public sector to be able to measure service delivery outputs and outcomes in addition to inputs (expenditure).

QUARTERLY PROJECTIONS FOR SERVICE DELIVERY TARGETS AND OTHER PERFORMANCE INDICATORS

Quarterly Targets																		
Vote	Indicator	IPA	Type of Measurement/ Objective	Annual Target	Revised Target	Qtr Ending Sep '15				Qtr Ending Dec '15				Qtr Ending Mar '16				Explanation of Variance
						Actual		Projected		Actual		Projected		Actual		Projected		
Exec and Council/Municipal Manager	Provide household with a metered connection	Basic and Sustainable Service Delivery	Service of 1500 new plots in the municipal area.	1500		25%		25%		25%		25%		25%				
	Meetings scheduled	Transformation and Institutional development	Develop sustainable Council and community structures	24		7		5		7		5		5				
	Council and committee meetings start on time	Transformation and Institutional development	Sound Governance	100%		100%		100%		100%		100%		100%				
	Council / resolutions referred to directorates within 72 minutes	Transformation and Institutional development	Sound Governance	100%		100%		100%		100%		100%		100%				
	Minutes completed within 7 working days after meetings	Transformation and Institutional development	Sound Governance	100%		100%		100%		100%		100%		100%				
	Resolutions are implemented within prescribed time frames	Transformation and Institutional development	Sound Governance	100%		100%		100%		100%		100%		100%				
	Staff and Councillors trained in Customer Care	Transformation and Institutional development	Develop and sustain customer relationship management	100%		25%		25%		25%		25%		25%				
	To define criteria to evaluate the performance of all	Transformation and Institutional development	Develop a high performance culture	100%				0										
	Capital budget spent on capital projects identified for a particular financial year in terms of the municipality's IDP	Advanced Economic Growth	Ensure integrated development for economic growth	100%		100%		25%		25%		25%		25%				
	557 employee performance agreements concluded	Transformation and Institutional development	Develop a high performance culture	100%		100%												

Quarterly Targets																
Vote	Indicator	IPA	Type of Measurement/ Objective	Annual Target	Revised Target	Quarterly Targets								Explanation of Variance		
						Qtr Ending Sep '15		Qtr Ending Dec '15		Qtr Ending Mar '16		Qtr Ending Jun '16				
						Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual			
Exec and Council/Municipal Manager	Establishment of a fully functional Risk Committee	Financial Viability	To enhance the audit outcome of the municipality and limit the monitoring system for risk	100%		75%		25%		25%		25%		25%		
	Risk committee meetings quarterly	Financial Viability	To have an effective monitoring system for risk	4		1		1		1		1		1		
	Risk committee meetings quarterly	Financial Viability	To have an effective monitoring system for risk	100%		100%		100%		100%		100%		100%		
	Establishment of a fully functional Risk Management Unit	Financial Viability	To develop effective internal controls	100%		50%		100%		100%		100%		100%		
	Monthly interventions with departments	Financial Viability	Update/implementation of Risk register	100%		100%		100%		100%		100%		100%		
	Quarterly and half year review of Risk strategy	Financial Viability	To develop effective internal controls	100%		100%		100%		100%		100%		100%		

COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reductions in backlogs of basic services. The requirement for service delivery targets is consistent with national government policy requiring the public sector to be able to measure service delivery outputs and outcomes in addition to inputs (expenditure).

Vote	Indicator	IPA	Type of Measurement/ Objective	Annual Target	Quarterly Targets											
					Qtr Ending Sep '13		Qtr Ending Dec '13		Qtr Ending Mar '14		Qtr Ending Jun '14		Qtr Ending Sep '14		Qtr Ending Dec '14	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
Executive Director/Municipal Manager	External audit queries for municipality	Financial Viability	Ensuring that audit evidence are adequate and sufficient	100%												
	Compliance to audit recovery plan	Financial Viability	To achieve a clean audit outcome	100%	75%		25%									
	Internal audit queries responded to within 14-working days	Financial Viability	To develop effective evidence	100%	25%		25%									
	Establishment of a fully functional Audit Committee	Financial Viability	Ensuring that audit evidence are adequate and sufficient	100%	100%		100%									
	Audit committee meetings By-laws introduced (new and amended)	Good governance	To implement audit charter	100%	75%		25%									
	Audit committee meetings quarterly	Financial Viability	To give effect to policies	100%	2		2									
	Audit charter adopted within timescales	Financial Viability	To implement audit charter	100%	25%		25%									
		Financial Viability	To establish an audit framework	100%	50%		50%									

### COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reduction in backlog of basic services. The requirement for service delivery targets is consistent with national government policy requiring the public sector to be able to measure service delivery outputs and outcomes in addition to inputs (expenditure).

Quarterly Targets
QUARTERLY PROTECTIONS FOR SERVICE DELIVERY TARGETS AND OTHER PERFORMANCE INDICATORS

[illegible]







Infrastructure Investment plan completed within timeframes	Good Governance & Administration	Optimising municipal capital investment	100%	25%	25%	25%	25%
Develop a QUA Master Plan	Good Governance & Administration	Improve life span of assets	100%	50%			
Upgrading and maintenance of sewer projects implemented within time and budget	Good Governance & Administration	Improve access to basic water and quality of life	100%	20%	30%		20%
Compliance to audit recovery plan	Financial Management	Improved audit outcomes	100%	25%			25%
Internal audit queries for Technical Department	Financial Management	Strengthened internal controls	100%	25%			25%
Audit queries responded to within 14 working days	Financial Management	Improved audit outcomes	100%	25%			25%
External audit queries for Technical Department	Financial Management	Improved audit outcomes	100%	25%			25%
Completion of Tender Documents for Consultants	Financial Management	Improve on Service Delivery	100%	25%			25%
Completion of Minutes for Compulsory Meeting	Financial Management	Improve on Service Delivery	100%	25%			25%
Submission of Business Plans for New Projects	Financial Management	Improve on Service Delivery	100%	25%			25%
Registration of EIA Projects	Financial Management	Improve on Service Delivery	100%	25%			25%
Upgrading of Main Street in Concessionary Town	Financial Management	Improve on Service Delivery	100%	25%			25%
Completion of Business Plans for Community Projects	Financial Management	Improve on Service Delivery	100%	25%			25%

### COMPONENT 3 - QUARTERLY PROTECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reductions in backlogs of basic services. The requirement for service delivery targets is consistent with national government policy requiring the public sector to be able to measure service delivery outputs and outcomes in addition to inputs (expenditure).

Vote		KPA	P of Measurement/ Objective	Annual Target	Quarterly Targets				Explanation of Variance
				Target	Qtr Ending Sep '15		Qtr Ending Dec '15		Qtr Ending Jun '16
					Projected	Actual	Projected	Actual	Projected
INTEGRATED DEVELOPMENT PLAN	IDP activities completed as per process plan (composite index)	Good Governance & Administration	Implementation of process plan	100%			25%		25%
	IDP process plan adopted on time	Good Governance & Administration	Compliance with legislation	100%	50%		20%		20%
	IDP Projects phase completed on time in terms of process plan	Good Governance & Administration	To ensure the development and implementation of the IDP	100%	25%		25%		25%
	IDP forum and steering committee meetings for each phase within 14 working days	Good Governance & Administration	Ensure monitoring and evaluation of the IDP process	4	1		1		1
	Integrated Development Plan (document) adopted i.r.o. process plan	Good Governance & Administration	Compliance of legislation	100%	70%		20%		5%
	Times IDP consultation with communities took place	Good Governance & Administration	Community involvement	8	0		4		
Vote		KPA	P of Measurement/ Objective	Annual Target	Quarterly Targets				Explanation of Variance
				Target	Qtr Ending Sep '15		Qtr Ending Dec '15		Qtr Ending Jun '16
					Projected	Actual	Projected	Actual	Projected
DISASTER MANAGEMENT	Establish a Disaster Management forum meetings	Good Governance & Administration	Address disaster within the municipal area To develop and implement disaster recovery plan	100%	25%		25%		25%
	Staff members trained in disaster management	Good Governance & Administration	To prepare the unit for disaster and disaster	9	1		2		3
	Disaster Management Plan included in IDP within specified timeframes	Good Governance & Administration	Ensure environmental well-being	8	2		2		2
				100%	40%		20%		10%
	Infrastructure Investment plan completed within timeframes	Good Governance & Administration	Optimising municipal capital investment	100%	25%		25%		25%
Vote		KPA	P of Measurement/ Objective	Annual Target	Quarterly Targets				Explanation of Variance
				Target	Qtr Ending Sep '15		Qtr Ending Dec '15		Qtr Ending Jun '16
					Projected	Actual	Projected	Actual	Projected

Year	Indicator	IPA	IP of Measurement/ Objective	Annual Target	Bestest Target	Qtr Ending Sep 15	Qtr Ending Oct 15	Qtr Ending Nov 15	Qtr Ending Dec 15	Qtr Ending Jan 16	Explanation of Variance
ECONOMIC DEVELOPMENT	Develop a LED Strategy	Good Governance & Administration	Decrease unemployment and poverty	100%	100%						
	Develop of SDP's and Land Use Management Plan	Good Governance & Administration	Improve Land Use management	100%	100%	50%	50%	30%	20%		
	Development of an Integrated Tourism Plan	Good Governance	Increase in tourism	100%	100%	25%	25%				
	Development of an Integrated Tourism Plan	Good Governance	Increase in tourism	100%	100%	25%	25%				In progress
	Compliance to audit recovery plan	Financial Viability	To achieve a clean audit outcome	100%	100%						
	Internal audit queries for municipalities	Financial Viability	To develop effective internal controls	100%	100%						
	Audit queries responded to within 14-working days	Financial Viability	Ensuring that audit evidence are adequate and sufficient	100%	100%						
	External audit queries for municipality	Financial Viability	Ensuring that audit evidence are adequate and sufficient	100%	100%						

Quarterly Targets											
Year	Indicator	IPA	IP of Measurement/ Objective	Annual Target	Bestest Target	Qtr Ending Sep 15	Qtr Ending Oct 15	Qtr Ending Nov 15	Qtr Ending Dec 15	Qtr Ending Jan 16	Explanation of Variance
TOPIIC	Monthly Reports	Good governance and reports	Improve road safety reports	24		6	6	6	6	6	
	Learners licence cards & IDP's	Good governance and reports		100%		25%	25%	25%	25%	25%	
	Applications and renewals	Good governance and reports		100%		25%	25%	25%	25%	25%	
	Cash and Balance	Good governance and reports		100%		25%	25%	25%	25%	25%	

Quarterly Targets											
Year	Indicator	IPA	IP of Measurement/ Objective	Annual Target	Bestest Target	Qtr Ending Sep 15	Qtr Ending Oct 15	Qtr Ending Nov 15	Qtr Ending Dec 15	Qtr Ending Jan 16	Explanation of Variance
HUMAN RESOURCES	Monthly Reports	Good governance and reports		24		6	6	6	6	6	
	Vehicle Registration	Good governance and reports		100%		25%	25%	25%	25%	25%	
	Applications and renewals	Good governance and reports		100%		25%	25%	25%	25%	25%	
	Cash and Balance/Province	Good governance and reports		R 1 122 000.00		R 280 500.00	R 280 500.00	R 280 500.00	R 280 500.00	R 280 500.00	
	Cash and Balance: Agency	Good governance and reports		R 176 500.00		R 44 125.00	R 44 125.00	R 44 125.00	R 44 125.00	R 44 125.00	
	Handling of viable documentation	Good governance and reports		2640		660	660	660	660	660	

#### COMPONENT 3 - QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE

Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reductions in backlog of basic services. The requirement for service delivery targets is consistent with national government policy requiring the public sector to be able to measure service delivery outputs and outcomes in addition to inputs (expenditure).

44125

280000

#### HUMAN RESOURCES

Quarterly Targets











	(b) TIGIS	Good governance and participation	To establish a sound working relationship re IT	1	1	0	0	0	0
	(c) ZFMDA	Good governance and participation	To establish a sound working relationship re IT	1	1	0	0	0	0
	RISK MANAGEMENT	Good governance and participation							
	(a) Policy	Good governance and participation	To ensure effective execution of IT duties	1	1	N/A	N/A	N/A	N/A
	(b) Reports	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	Security Awareness	Good governance and participation							
	(a) Policy	Good governance and participation	To ensure effective execution of IT duties	1	1	N/A	N/A	N/A	N/A
	(b) Reports	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	IT Meetings	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	Back-Ups	Good governance and participation	To ensure effective execution of IT duties						
	(a) Policy	Good governance and participation	To ensure effective execution of IT duties	1	1	N/A	N/A	N/A	N/A
	(b) Reports	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	Disaster Management	Good governance and participation							
	(a) Policy	Good governance and participation	To ensure effective execution of IT duties	1	1	N/A	N/A	N/A	N/A
	(b) Reports	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	User Account Management	Good governance and participation							
	(a) Policy	Good governance and participation	To ensure effective execution of IT duties	1	1	N/A	N/A	N/A	N/A
	(b) Reports	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	Patch Management	Good governance and participation							
	(a) Policy	Good governance and participation	To ensure effective execution of IT duties	1	1	N/A	N/A	N/A	N/A
	(b) Reports	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	Firewall Management	Good governance and participation							
	(a) Policy	Good governance and participation	To ensure effective execution of IT duties	1	1	0	0	0	0
	(b) Reports	Good governance and participation	To ensure effective execution of IT duties	12	3	3	3	3	3
	Anti Virus								
	(a) Policy		To ensure effective execution of IT duties	1	1	0	0	0	0
	(b) Reports		To ensure effective execution of IT duties	12	3	3	3	3	3
	IP Address Management								
	(a) Policy		To ensure effective execution of IT duties	1	1	0	0	0	0
	(b) Reports		To ensure effective execution of IT duties	12	3	3	3	3	3
	Routers & Switches								
	(a) Policy		To ensure effective execution of IT duties	1	1	0	0	0	0
	(b) Reports		To ensure effective execution of IT duties	12	3	3	3	3	3
	Logon & Access								
	(a) Policy		To ensure effective execution of IT duties	1	1	0	0	0	0
	(b) Reports		To ensure effective execution of IT duties	12	3	3	3	3	3
	Periodical Reviews on Applications								
	(a) Reports		To ensure effective execution of IT duties	12	3	3	3	3	3
	Cleaning Exercises								
	(a) Policy		To ensure effective execution of IT duties	1	1	0	0	0	0
	(b) Reports		To ensure effective execution of IT duties	12	3	3	3	3	3
	Change Management								
	(a) Policy		To ensure effective execution of IT duties	1	1	N/A	N/A	N/A	N/A
	(b) Reports		To ensure effective execution of IT duties	12	3	3	3	3	3

**COMPONENT 3 – QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE**  
 Service delivery targets relate to the level and standard of service being provided to the community and include targets for the reductions in backlogs of basic services.  
 The requirement for service delivery targets is consistent with national government policy requiring the public sector to be able to measure service delivery outputs and outcomes in addition to inputs (expenditure).

Vote	Indicator	Unit of Measurement/ Objective	Annual Target	Budget Target	Qtr Ending Sep 15		Qtr Ending Dec 15		Qtr Ending Mar 16		Qtr Ending Jun 16	
					Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual
PMS	Performance Charter adopted within timeframe	To establish on performance management and Personal Growth	100%									
	Performance objectives and targets must be met	To work towards the professional development of staff members	100%		100%							
	Communication of performance expectations	To communicate to the employees the employer's expectations of the employees' performance and accountability in alignment with the IDP	100%		25%		25					
	Compliance to performance plan	To achieve a clean audit outcome	100%		25%		25%					
	Establishment of a fully functional performance	To implement audit charter	100%		50%		25%					
	Quarterly performance evaluation - SIA	Monitoring and evaluation	4		1		1		1		1	
	Quarterly performance evaluation - Middle Managers	Monitoring and evaluation	4		1		1		1		1	
	Quarterly PM reports to Council through Audit Committee	Monitoring and evaluation	50%				25%				25%	

Projection per quarter

Actual Q1

Actual Q2

Actual Q3

Actual Q4

COMPONENT 4 - WARD INFORMATION FOR REVENUE ON TRADING SERVICES

The information in the formats shown in Component 4 will support effective management and accountability. However, it is important to recognise that councillors and the community will also benefit greatly from a further break down of information on services into municipal wards. This may be achieved by incorporating under each GFS sub-section the various ward data, for example:

Director Technical Services

Electricity Distribution

New electricity connections (overall)

- Wegdraai (Ward 1) - 36 houses
- Topline (Ward 1) - 71 houses
- Grootdrink (Ward 2) - 131 houses
- Boegoeberg (Ward 4) - 88 houses

Alternatively, a preferred option may be to provide councillors with a separate quarterly report showing service delivery information per ward.

COMPONENT 3 - DETAILED CAPITAL WORKS PLAN BROKEN DOWN BY WARD OVER THREE YEARS

A detailed three year capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects on a ward by ward basis, including project number, name, short description of what the project will deliver, planned start date, actual start date, planned completion date, actual completion date, capital costs fixed per month, reasons for variances including if the project was completed but did not deliver to specification, and the responsible senior manager. In addition, a summary of capital project for each responsible senior manager.

Component 3		IDP	Planned Start Date	Approved Funding 2014/15	Capital Budget 2014/15	Approved Funding 2015/16	Capital Budget 2015/16	Capital Budget 2016/17	2015/16 Capital Budget 2017/18	Comments
Description of capital projects per department as per priority area in IDP		3-YEAR CAP PLAN	Source							
DEPARTMENT - COUNCIL & EXECUTIVE										
DEPARTMENT - FINANCE & ADMIN										
DEPARTMENT - WASTE & WATER MANAGEMENT										
Priority Area 2 - Water Provision		16 900 000.00		18 859 999.00	18 859 999.00	16 900 000.00	16 900 000.00	17 986 920.00	19 138 082.86	
- Upgrading of Wedgwood Bulk Water Supply		10 670 542.00		7 726 000.00	7 726 000.00	10 670 542.00	10 670 542.00	11 353 456.69	12 080 077.92	
- Upgrading of Groundlink Bulk Water Supply		2 720 992.00		2 991 335.65	2 991 335.65	2 720 992.00	2 720 992.00	2 895 092.93	3 080 378.86	Business Plan approved
- Service of 1200 new plots with water connections in Gansep		3 529 590.00		2 166 664.35	2 166 664.35	3 529 590.00	3 529 590.00	3 735 483.76	3 995 834.72	Business Plan approved
Groundlink, Wedgwood, Topline, Stenham & Boegseberg		4 420 000.00		2 568 000.00	2 568 000.00	4 420 000.00	4 420 000.00	4 702 880.00	5 003 864.32	Business Plan approved
Priority Area 4 - Roads/Storm water / Transport		0.00		6 317 903.49	6 317 903.49	0.00	0.00			
- Completion of 1km street in Stenham				6 317 903.49	6 317 903.49	0.00	0.00			Project ongoing
Component 5										
DEPARTMENT - COMMUNITY SERVICES										
DEPARTMENT - COMMUNITY SERVICES										
Priority Area 5 - Sanitation / Sewerage		4 234 458.00		4 516 095.51	4 516 095.51	4 234 458.00	4 234 458.00	4 505 463.31	4 793 812.96	Project already started on 12/13 currently in process
- Development of 10kts UDS toilets		0.00		0.00	0.00	0.00	0.00			
Priority Area 7 - Health / Emergency services		0.00		0.00	0.00	0.00	0.00			
- Upgrading of medical services & facilities in Groundlink, Boegseberg, Topline and Wedgwood				0.00	0.00	0.00	0.00			Complete of business plan
Priority Area 8 - Cemeteries		0.00		0.00	0.00	0.00	0.00			
- Building of new cemeteries and upgrading in Ganselershoop, Wedgwood, Boegseberg, Topline & Groundlink				0.00	0.00	0.00	0.00			
Priority Area 9 - Planning & development		0.00		0.00	0.00	0.00	0.00			
- Township Establishment of Opweg				0.00	0.00	0.00	0.00			
DEPARTMENT - COMMUNITY SERVICES										
Priority Area 10 - Sport / Recreation		0.00		0.00	0.00	0.00	0.00			
Priority Area 11 - Communication		0.00		0.00	0.00	0.00	0.00			
- Installation of public phones in Wedgwood, Gansep, Opweg & Boegseberg		0.00		0.00	0.00	0.00	0.00			
- Start local newspaper		0.00		0.00	0.00	0.00	0.00			
DEPARTMENT - PUBLIC WORKS										
Priority Area 12 - Electricity		2 000 000.00		0.00	0.00	2 000 000.00	2 000 000.00	2 128 000.00	2 264 192.00	
EEDSM		2 000 000.00		0.00	0.00	2 000 000.00	2 000 000.00	2 128 000.00	2 264 192.00	
Component 3										
DEPARTMENT - COMMUNITY SERVICES										
DEPARTMENT - COMMUNITY SERVICES										
Priority Area 6 - LED / Poverty		0.00		0.00	0.00					
- Establishment of an information office, cario shop and museum		0.00		18 859 999.00	18 859 999.00	16 900 000.00	16 900 000.00	17 986 920.00	19 138 082.86	
Total		0.00		0.00	0.00	0.00	0.00			
PROJECTS AGENCY AGREEMENT										
Priority Area 3 - Accommodation/Housing		0.00		0.00	0.00	0.00	0.00			
Total		0.00		0.00	0.00	0.00	0.00			







EXTENT AND DETAIL OF PROJECTS : iKheis Municipality IDP Projects 2015-2019 1-12									
				STATUS OF PROJECTS					
PRIORITY AREA	PROJECTS	DATE	INDICATORS	PROJECTED COST	FUNDING SOURCES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Total Projects 1-12 (less Contingencies)	All projects	08-Feb-15		R 902 107 999					
Estimated Contingency Budgets from unknown project funding requests			20%	R 180 421 600					
Total Assuming contingencies				R 1 082 529 599					
Total Assuming Contingencies do happen				R 1 262 951 199					
Total Assuming Contingencies don't happen				R 721 686 399	% of Total projects				
1. Total Functioning of the Municipality				R 2 350 000	0.30%				
2. Total Water Provision				R 33 857 999	3.80%				
3. Total Housing Provision				R 688 200 000	76.30%				
4. Total Roads/Storm Water/ Transport				R 57 100 000	6.30%				
5. Total Sanitation / Sewerage				R 35 400 000	3.90%				

EXTENT AND DETAIL OF PROJECTS : !Kheis Municipality IDP Projects 2015-2019 1-12										
PRIORITY AREA		PROJECTS	DATE	INDICATORS	PROJECTED COST	FUNDING SOURCES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
6. Total LED/Poverty Alleviation					R 64 150 000	7.10%				
7. Total health/Emergency Service					R 4 700 000	0.50%				
8. Total Cemeteries					R 4 700 000	0.50%				
9. Total Planning and Development					R 1 400 000	0.20%				
10. Total Sports and Recreation					R 10 250 000	1.10%				
11. Total Communications					R -	0.00%				
12. Total Electricity						0.00%				